



FCRB Program Staff Policy and Procedure Manual

A program of the Iowa Child Advocacy Board

<https://childadvocacy.iowa.gov>

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Preamble

The Foster Care Review Board (FCRB) provides an essential service for Iowa children who are removed from their homes and placed in foster care. Under Iowa Code Chapter 237, the FCRB is required to review all cases referred to it to determine if satisfactory progress is being made toward the goals of the child's permanency plan. Summarizing the requirements of Iowa law, this involves a thoughtful and thorough process that includes reviewing:

- 1) Past, current and future status of the child as shown in the case plan itself and through review of case progress reports and other reports the Board requires for a thorough review.
- 2) The efforts of the placing agency to locate and provide services to the biological or adoptive parents of the child that would prepare them for successful reunification with the child.
- 3) The efforts of DHS and the placing agency to facilitate reunification or find a suitable alternative placement if reunion is not feasible.
- 4) And investigating any other problems, solutions or alternatives which may affect the best interests of the child.
- 5) Compliance of all interested parties with the requirements of the case plan. This includes the parents and child involved, along with all service providers whether they contract directly with DHS or are collateral resources from the community that are involved in serving the child and family.

All of the factors listed above have an important bearing on the child's hope for a permanent home that is both safe and successful for the long term. A major focus of the training provided by the Iowa Child Advocacy Board (ICAB) for the dedicated volunteers who step forward to serve as FCRB Members is on how to carry out the five review requirements listed above. The Facilitator trained to assist in conducting its review has experience, knowledge and insight that are available to the FCRB to help ensure that each review requirement is accomplished as thoughtfully and thoroughly as possible and in a way that meets the best interests of the child.

In addition to meeting the requirements of Iowa law, the reviews are constructed to meet federal requirements for a foster care administrative review system. This enables ICAB to draw federal Title IV-E funds to assist in funding the review process. Therefore, accomplishing the review in the manner prescribed in this Policy and Procedures Manual, fully using the assistance of the Facilitator and ICAB Staff is also important to the financial viability of the program.

Section 1: Program Overview

This section provides an overview of the Iowa Foster Care Review Board (FCRB) Program as it relates to the mission, purpose, governance, and affiliations.

1.a. Acknowledgement Letter

Within 15 calendar days of issuance of this manual or subsequent revisions, all staff and contractors who administer, facilitate and support Foster Care Review Boards and all FCRB

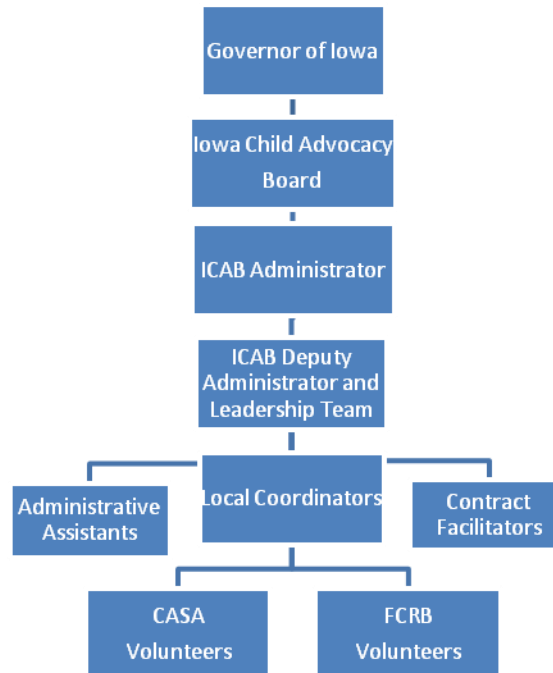
Members are required to review the material and sign a Letter of Acknowledgement. The signed Member letter will be kept in the Local Coordinator's Member file. Staff and Facilitator letters will be sent to the State Office Administrative Assistant. (Resource 19)

1.b. Mission and Purpose of Iowa FCRB Program

- 1) The ICAB establishes local FCRBs and selects its Members to review cases of children receiving foster care on issues related to the each child's case permanency plan.
- 2) The Iowa FCRB program currently includes 31 Boards that have responsibility for reviewing foster care cases in 50 counties in the state. The ICAB has delegated to the Regional Lead Coordinator the responsibility for collaborating with Service Area and local Department of Human Services (DHS) offices and the district courts with jurisdiction over the 50 counties to agree on a Protocol for case review that prioritizes the most pressing review needs of the region's DHS offices and Courts. The Protocol identifies the frequency of case review and the specific types of cases to be reviewed by each FCRB. The timing and frequency of a review of each case also considers the permanency goals, placement setting and frequency of any court reviews of the case. (Resource 1)
- 3) The child population served by the Iowa FCRB program includes each child receiving foster care within the specific case types included in the Protocol developed between ICAB, DHS and the Courts. The Protocol may include a child, as defined in Iowa Code Section 234.1 who is described by any of the following:
 - a) The child's foster care placement is the financial responsibility of the state pursuant to section 234.35.
 - b) The child is under the guardianship of the department.
 - c) The child has been involuntarily hospitalized for mental illness pursuant to chapter 229.
 - d) The child is at-risk of being placed outside the child's home, the department or court is providing or planning to provide services to the child and the department or court has requested the involvement of the state or local board.
- 4) The Iowa FCRB program selects only qualified and trained community individuals to serve as Members of Foster Care Review Boards.

1.c. Program Governance

The Foster Care Review Board Program is governed by the Iowa Child Advocacy Board (ICAB) and managed and guided by a Leadership Team that includes the ICAB Administrator and Deputy Administrator, Training Specialist and four regional Lead Coordinators with assistance from the IT Specialist and State Office Administrative Assistant. The work of the Foster Care Review Boards (FCRBs) is directly managed and supported by Local Coordinators, FCRB Facilitators, and Administrative Assistants. The chart on the next page depicts the organizational hierarchy:



Following is a summary of the roles of each of these players in the FCRB Program and process along with the role of the FCRBs.

- 1) **Iowa Child Advocacy Board.** The board is a nine Member volunteer board appointed by the Governor. The Board establishes policy through adoption of Administrative Rules and provides oversight to both the Court Appointed Special Advocate program and the Foster Care Review Board program. The State Board hires and supervises the ICAB Administrator. The Board is responsible for gathering and evaluating administrative data on foster care and reporting the data to the Governor, Supreme Court, Chief Judge of each judicial district, the Department of Human Services and child placing agencies. One method of tracking data for the children served by the FCRB program is the Iowa Child Advocacy Board's Foster Care Review Board Data Base (FCRBDB) data system. The State Board makes recommendations to the Governor, Legislature, Supreme Court, Chief Judge of each judicial district, Department of Human Services (DHS), and child-placing agencies on systemic problems in the foster care and juvenile justice systems, specific proposals for improvements that assist the systems in being more cost-effective and better able to protect the best interests of children, and necessary changes relating to the administrative data it collects.
- 2) **Program Administrator.** The Administrator supports the State Board in its efforts to develop and monitor strategic vision, mission, goals and objectives for the FCRB program and FCRB program policy. With this direction from the State Board, the Administrator develops and manages operational plans to carry out the State Board's approved policies and strategies for achieving program goals and objectives. This includes management of program design, operational procedures, budget planning and spending, organizational design, personnel administration, training, automated system support for the program, and program measurement and evaluation. The Administrator directly supervises members of the ICAB Leadership Team to provide maximum support for the FCRB program within available resources limits.

- 3) **Deputy Program Administrator.** The Deputy Administrator is the direct formal supervisor of assigned Local Coordinators and Administrative Support staff in the field and ensures program operations comply with policy and are directed as effectively as possible to achieve the State Board's target program performance and outcome goals and objectives. With this knowledge of field operations, the Deputy provides consultation to the Administrator on development of policy, budget, training, organizational design, personnel administration, and automated system development and operation. The Deputy Administrator also guides and directs field staff in the use of measurements and metrics in a manner that increases performance and outcomes. **The Deputy Administrator manages implementation of the ICAB strategic plan including the portions of the plan addressing FCRB program goals and objectives. This includes leading other members of the Leadership Team in developing operational plans, indicators of success in achieving program goals and objectives, collection and analysis of data related to the program progress and success and preparation of reports to policy makers highlighting progress. The Deputy Administrator also develops FCRB operational policies and procedures and guides development of training, automation, program improvements, and acts as the lead worker for the operational work of the ICAB Training Specialist, IT Specialist, and administrative support staff. The Deputy serves as Acting Administrator in the absence of the Administrator.**
- 4) **Lead Coordinator.** For each ICAB Region, a Lead Coordinator works with other staff in the region to design, develop and implement plans for all aspects of program operation within the region. This includes plans related to recruitment, training, supervision and retention of the volunteers who serve as FCRB Members; coordination and collaboration with other players in the child welfare and juvenile justice systems in the region; enhancing diversity within the FCRB's volunteer corps; and ensuring quality, timeliness and achievement of targeted program goals. In addition, the Lead Coordinator develops plans to enhance cultural humility and competence among staff and volunteers in their work across the cultural dimensions of their communities.
- 5) **Training Specialist.** This Specialist designs and coordinates development and delivery of pre-service and in-service training for FCRB Members and staff throughout the state. This includes leading ICAB's Training Committee which has responsibility for identifying and prioritizing FCRB training needs, identifying Local Coordinators and Administrative Support staff who will be responsible for leading training development and delivery in each key area of subject matter, coaching staff on elements and methods of training design and delivery, and providing training of trainers/Facilitators to develop the training skills of all staff.
- 6) **Information/Technology (IT) Specialist.** This Specialist provides support for the servers, networks, personal computers, printers and other software and hardware needs of ICAB staff and Contractors to perform the duties of FCRB and CASA programming. Oversight and support of ICO, the ICAB website, and the FCRBDBs throughout the state is also included. The Specialist insures the confidentiality and safeguarding of the electronic case files and records, and creates special queries and reports for ICAB administration. The IT Specialist also serves as an internal "help desk" for technology-related ICAB questions and issues.
- 8) **Local Coordinator.** A Local Coordinator provides overall coordination and management of the FCRB program in each county or cluster of counties where a Foster Care Review Board is assigned. The Local Coordinator carries out plans developed in consultation with the Lead Coordinator to recruit, train, supervise and retain FCRB Members; collaborate with judges, DHS workers and others involved in the community's child

welfare and juvenile justice systems; increasing local Board diversity and cultural competence; overseeing FCRB and processes to ensure a high degree of quality; and reviewing/approving FCRB reports for submission to the Court.

- 9) **Foster Care Review Board Facilitator.** A Facilitator is assigned to each local Board to assist with the review process; document the discussion, findings and recommendations of the Board; prepare the Board's report to the Court; and help manage the transmission of case documents to FCRB Members and retrieval from them upon completion of the review. The Facilitator helps ensure that all considerations in each case are fully covered and that the Board's reports to the Court are of high quality. The Facilitator keeps the Local Coordinator for the Board fully apprised of the Board's work, communicating, in particular, any requests or issues the Board needs the Local Coordinator to consider.
- 10) **State Office Administrative Assistant.** This position aids ICAB by completing Member background checks, agency time sheets, supply orders, billings/invoices, and support for the ICAB state board. The State Office AA provides website management/updates, and produces the quarterly newsletter. Other tasks involve pre-service training registration, internal "help desk" for technology-related ICAB questions and issues, and maintenance of the digital dashboard measuring employee performance.
- 11) **Administrative Assistant.** The Admin Assistant (AA) identifies and schedules the foster care cases that need to be reviewed for each meeting, in accordance with the protocol established for the FCRB, notifies the caseworker and all interested parties of the scheduled review time for each case, ensures that each FCRB Member has complete and updated information for the review, and collects any physical records for safeguarding upon completion of each review. The AA ensures that case and demographic data and records related to the case are entered correctly in ICAB's automated data systems. Any special requests about case reviews from FCRB Members, Facilitators, Local Coordinators, caseworkers and other interested parties are handled by the AA as well.
- 12) **Foster Care Review Board Members.** Upon completion of pre-service training requirements, the FCRB Member begins participation on the local Board at its next meeting. The Board responsibilities are to review the case of each child receiving foster care assigned to the local board by the state board to determine whether satisfactory progress is being made toward the goals of the case permanency plan. The Board operates in accordance with several specific requirements for the review process established in Iowa law. Once all information is gathered, the Board works with the FCRB Facilitator to develop the observations, findings and recommendations that will be included in the Board's report to the court.

Section 2: Ethical Conduct

This Code of Ethics provides FCRB Members and staff with guidelines for professional behavior and ethical conduct. Members and staff shall abide by this Code of Ethics and all laws and regulations governing their activities.

2.a. General Ethical Conduct Policy

- 1) FCRB Members and staff shall uphold the credibility and dignity of the program by conducting all business in an honest, fair, professional and humane manner.

- 2) FCRB Members and staff shall not use their authority inappropriately, nor condone any illegal act or unethical practice related to the program or community. Employees, FCRB Members and State Board members shall immediately notify the ICAB office of any criminal charges filed against them.
- 3) FCRB Members and staff shall not use the FCRB program to promote personal gain through the inappropriate use of good/materials, confidential information or by abuse of their position.
- 4) FCRB Members and staff shall avoid any action that could adversely affect the confidence of the public in the integrity of the program.

2.b. Conflict of Interest Policy Related to FRCB Membership

- 1) A conflict of interest occurs when a FCRB Member or staff is in a situation where their personal involvement or private interest could lead to the disregard or appearance of disregard of the responsibility to discharge an official public duty in an objective and fair-handed manner.
- 2) FCRB Members and staff shall handle conflicts of interests related to their positions associated with Local FCRB as follows:
 - a) FCRB Members and staff shall not engage in any activity that might create a conflict with their position as a member of or staff for the Local FCRB.
 - b) If a possible conflict of interest with the FCRB position arises for a FCRB Member, staff member or facilitator, the person is expected to report the conflict immediately to the Local Coordinator (Lead Coordinator if the Local Coordinator is the person with the conflict) and remove the conflict to the satisfaction of the Local Coordinator (Lead Coordinator if the Local Coordinator is the person with the conflict) or resign from the position.
 - c) If the FCRB Member, staff member or facilitator does not 1) report the conflict or 2) fails to remove the conflict or resign the position upon reporting the conflict, the Local Coordinator shall report the conflict immediately to the Lead Coordinator for the area and Administrator for resolution. In this circumstance, the Administrator shall report the conflict and the manner in which it was handled to the State Board.
 - d) If any Local FCRB member, staff member or facilitator fails to disclose a potential conflict of interest prior to becoming involved in a transaction or decision affected by the conflict, appropriate discipline or dismissal will be implemented.

2.c. Non-Discrimination Policy

- 1) The FCRB program will serve and respond to requests without bias because of race, religion, sexual orientation, gender, age, national origin or handicap.
- 2) The FCRB Members and staff shall be trained in the operations of the court, child welfare systems, and in the dynamics of child abuse and neglect.
- 3) The FCRB Members and staff must respect a child's inherent right to grow up with dignity in a safe environment that meets the child's best interest, first and foremost with a biological parent if the parent is able to provide a minimum sufficient level of care to the child.

Section 3: Public Communication and Relations

Lead and Local Coordinators will maintain a proactive working relationship with judges, attorneys, DHS, service providers and other parties involved in cases, as well as maintain a positive community presence. Public support is a significant factor in maintaining program credibility and sustainability

3.a. Public Communication Strategy

Lead and Local Coordinators are responsible for conveying information about the FCRB program to the public in their assigned areas. They carry out an ongoing program of public information and education that promotes an understanding of the program's purpose, function and place in judicial proceedings and the child welfare system. The ongoing program includes the following features.

- 1) At least annually, the Lead and Local Coordinator shall assess the FCRB's working relationship for the counties involved with local judges, county attorneys, children's lawyers and GALs, DHS and contracted service providers.
 - a) The assessment process shall include personal contact with each of these system partners.
 - b) Based on the assessment, the Lead and Local Coordinators shall develop a plan that builds upon the FCRB's successes in advocating for children and addresses any areas needing improvement.
- 2) Outreach to make known the FCRB program's role, functions and capacities to other agencies, community organizations, governmental bodies and corporations as appropriate. Lead and Local Coordinators shall perform public speaking engagements in accordance with the public communications strategy.
- 3) The FCRB program works closely with representatives from the legal and social services communities, other child advocacy programs, community service and civic groups as well as with businesses to accomplish its purposes and to foster interagency collaboration and coordination of services. Local Coordinators are encouraged to participate in child welfare collaborations within their communities.
- 4) When using social media for public communication, FCRB Members and staff shall comply with the written ICAB Social Media Policy. (Resource 2)

3.b. Crisis Management Strategy

ICAB and the FCRB program are committed to a preemptive, agency-wide approach to planning for crisis management:

- 1) All FCRB staff are directly supervised and guided by the ICAB Leadership Team. Staff members shall immediately report to the Program Administrator, Deputy Administrator and assigned Lead Coordinator concerns, questions and information which might have a significant impact on the program's credibility, reputation or funding. Crisis examples may include failure to adhere to program policy resulting in harm to a child, or media providing negative information about the work of the program.

- 2) All Lead Coordinators shall inform FCRB Members of the need to report similarly to their Local Coordinator.
- 3) The Leadership Team members involved will assess situations with gathered facts, and inform as appropriate other key contacts (e.g. ICAB Chair; Department of Inspections and Appeals (DIA); Iowa Governor's Office; the court, other state agencies) about the developments involving the Iowa FCRB program and the potential significant negative impact on program goals or operations.
- 4) If a crisis arises at a state level which would affect a particular local program, the Administrator or Deputy Administrator shall inform the affected Lead and Local Coordinator(s) of the situation.
- 5) Legal and media issues will be directed toward the appropriate state-level personnel. Written responses will be prepared and released in a clear, concise manner with the guidance of DIA/Iowa Governor's Office.
- 6) The involved Leadership Team members shall address the crisis intervention needs of FCRB Members. Staff needs will be addressed on an individual basis, in consultation with the affected person(s). Intervention shall be initiated within 72 hours of the incident.

3.c. Media and Legislative Contact Policy

- 1) FCRB Members and staff shall not comment on any case to the media or legislators and shall not discuss information about cases with the media or make arrangements for interviews of children or parents, regardless of their consent. The FCRB program does not exploit children and families to receive media attention.
- 2) If contacted by the media or a legislator regarding a case or the FCRB program, FCRB Members shall contact the Local Coordinator, and the Local Coordinator shall contact the Lead Coordinator to determine the plan for responding. Lead Coordinators may consult with the Program Administrator or Deputy Administrator as needed. Members may participate in providing the response if deemed appropriate through consultation between the Lead and Local Coordinator. If the Member is interviewed by the media or a legislator, the Local Coordinator shall be present to assist in clarifying any policy and practice points needed to ensure accurate understanding.
- 3) If staff knows of an article appearing about the FCRB program, the staff member shall send a copy the article to the Administrator, Deputy Administrator and Lead Coordinator.
- 4) The policy of ICAB and the DIA is to ensure that employees, in the conduct of official state business, represent the official position of ICAB when having contact with legislators and members of Congress and their staff. Legislative or Congressional staff includes caucus staff, secretaries to legislators, legislative service or fiscal staff, or any other person calling on behalf of a state legislator or of Congress. If Lead or Local Coordinators are contacted by a state legislator or member of Congress or their staff with questions and an accurate answer can be given, provide the answer to the person immediately and then notify the Administrator or Deputy Administrator of the contact and response. If the question or request requires further research or written reply, contact the Lead Coordinator who will consult with the Administrator or Deputy Administrator immediately for further direction.

- 5) The policy does not restrict an employee's rights as a private citizen or constituent to contact state legislators, members of Congress or their staff to express his or her personal views on an issue. Employees may not make personal legislative advocacy contacts on work time.
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Section 4: Promoting Cultural Competence

ICAB is committed to ensuring an equitable and fair outcome for *all* children. FCRB Members and program staff strive to increase their understanding of cultural differences and to develop competence in working with children and families with cultural backgrounds different from their own. Members and staff strive to understand the impact of racial and ethnic differences that may contribute to the disproportionate representation of children and families of color in the child welfare system.

To better understand the issue of disproportionality, all FCRB Members and staff shall review NCJFCJ's *Disproportionality Rates for Children of Color in Foster Care* which is available at <http://www.ncjfcj.org/resource-library/publications/disproportionality-rates-children-color-foster-care-2013-technical>.

4.a. Cultural Competence and Cultural Humility

Using training resources and other learning opportunities provided by the Training Specialist and ICAB's Lead or Local Coordinators, all staff and FCRB Members are expected to develop:

- 1) A sense of cultural humility, that is, the ability to maintain an approach in interpersonal relationships that is open to the aspects of cultural identity that are most important to the children and families served by the FCRB program, and
- 2) Increased individual and team cultural competence, that is, a set of principles, behaviors and practices that, together, enable the FCRB program to work effectively in cross-cultural situations.

4.b. Community Partnerships

Staff shall identify and promote opportunities for FCRB Members to partner with child welfare providers and court representatives to increase cultural humility and cultural competence in a manner that helps identify and address the root causes of disproportionality in child welfare and justice systems.

4.c. Recruitment for Diversity

Lead and Local Coordinators shall establish written FCRB Member recruitment plans which demonstrate that inclusiveness and diversity are essential components of quality advocacy and includes targeted strategies to attract Members from diverse cultural and ethnic backgrounds.

Section 5: FCRB Member Recruitment, Selection, Training and Retention

5.a. Recruitment Plan: Professional, Personal and Cultural Diversity

- 1) The FCRB program is inclusive. Each Local Coordinator has a written plan for recruiting and selecting Members who represent a cross section of the professional, personal and cultural backgrounds needed to understand and advocate effectively for the permanency needs of children served by each FCRB. The recruitment plan describes how professional and cultural inclusiveness and diversity are essential components of quality advocacy. It includes targeted strategies to attract Members from diverse cultural and ethnic backgrounds, gender, professional and personal backgrounds, and a variety of age groups and socio-economic levels.
- 2) Lead and Local Coordinators shall, in consultation, review and revise FCRB recruitment plans whenever a Board Member vacancy is anticipated or has occurred. Upon completion, the Local Coordinators submit a copy of the plan to the Administrator and Deputy Administrator for final approval.
- 3) The staff may use a variety of recruitment methods to meet the goals set forth in their recruitment plans.

5.b. Recruiting New FCRB Members

- 1) When a Foster Care Review Board vacancy occurs, the Local Coordinator personally contacts potential candidates who meet the recruitment criteria for the vacancy to explain the program, the attributes needed in the person selected to fill the vacancy, answer questions about this volunteer commitment. The Local Coordinator arranges for a potential candidate to visit a FCRB meeting (signing the confidentiality form), with the expectation to observe the process for several reviews and interact with the Members between reviews or during scheduled breaks. If interest continues following the visit, the Local Coordinator provides a standardized packet of written information. The packet may be provided during an in-person meeting or sent by regular mail or email. The packet includes:
 - a) Cover letter (Resource 3)
 - b) Application (Resource 4)
 - c) Iowa FCRB Program Fact Sheet (Resource 5)
 - d) FCRB Member Job Description (Resource 6)
- 2) If the potential candidate expresses interest in applying for the vacant FCRB position, the Local Coordinator will schedule an interview which will include completion of the FCRB volunteer application form online.

5.c. Screening Process

- 1) FCRB Interview
 - a) The Local Coordinator will schedule a time to meet with each interested applicant to conduct an interview and complete the online FCRB volunteer application. When

scheduling the interview, the Local Coordinator will request that the potential candidate bring all information needed to complete the online application including personal reference contact information.

- b) The interview process is a way for the Local Coordinator to meet face to face with the applicant and get to know more about the individual, the person's qualifications and the match between those qualifications and the needs identified in the FCRB Recruitment Plan established [pursuant to Section 5.a.] The Board Member Applicant Interview Form provides a guide for conducting the interview and documenting the information obtained. (Resource 20)
- c) If the potential candidate provides no disqualifying information during the interview and remains interested in applying, the Local Coordinator will immediately assist the applicant to establish an A&A account and complete the online FCRB volunteer application. The following persons are disqualified:
 - Work for ICAB, DIA, DHS, the District Court, an agency providing services to DHS for children
 - Being a foster parent providing foster care
 - Persons who would be screened out through records checks (see paragraph f)
- d) Upon completion of the online application, the Local Coordinator will explain the next steps and timeline for the selection process and ask the applicant to complete and sign the back ground check releases, as follows:
 - Child Abuse Registry – use Resource 7: DHS Child Abuse Check
 - Iowa Child Advocacy Board Form – use Resource 8, which covers:
 - Sex Offender Registry Check
 - Iowa Criminal Record Check with DCI
 - National Criminal Record Check includes SSN verification
- e) The Local Coordinator will Fax or scan/email signed forms to Administrative Assistant in State Office for further processing. Background checks will be completed prior to the Member attending pre-service training.
- f) Screening based on records checks
 - Applicants who refuse to sign required background check releases will not be considered for acceptance into the FCRB program.
 - Any applicant found to have been convicted of, or having charges pending for, a felony or misdemeanor involving a sex offense, child abuse or neglect or related acts that would pose a risk to children or to program credibility is not accepted as a Member.
 - An applicant with a documented criminal domestic abuse, child physical abuse offense or sexual abuse documented on the abuse registry will not be approved.
 - An applicant found to be convicted of other types of misdemeanors or felonies that would not pose a risk to children or program credibility may be approved by the Administrator after review in consultation with the Local Coordinator.

- Local Coordinators may request an exception from the Administrator if an applicant has a negative background check finding. Examples of offenses that may qualify for an exception include:
 - An operating while intoxicated (OWI) offense older than 4 years with documented completion of successful treatment.
 - A drug offense older than 8 years with documented completion of successful treatment.
 - A felony conviction of truth and veracity offenses more than 10 years old.

g) Screening based on Personal Reference Checks

- The Local Coordinator will send a Confidential Personal Inquiry Questionnaire to the three (3) references provided by the applicant, all of whom are unrelated to the applicant. (Resources 9: Personal Inquiry Letter and 10: Personal Inquiry Questionnaire.)
- Reference checks are documented in ICO.
- Each applicant needs three (3) completed references on file to meet ICAB requirements.
- The Local Coordinator reviews the questionnaires as part of the screening process for the applicant. The Local Coordinator may also contact DHS supervisors regarding the names of any applicants. DHS may be aware of potential conflicts of interest with some applicants. The Local Coordinator will take the information into consideration when screening the applicant.

5.d. Selection of Members

- 1) In September 2002 the state board delegated to the ICAB staff the responsibility to select, in consultation with the chief judge, five Members and two alternate Members to serve on each local board. As a practical matter, each of the seven Members of the local boards are seen as full Members, with all expected to attend every board meeting and to be prepared to share the duties. The Members of each local board shall consist of persons of the various social, economic, racial, and ethnic groups and various occupations of their district and who have demonstrated an interest in children and their welfare through community service or professional experience.
- 2) The child advocacy board delegates responsibility to the administrator to develop and for local board coordinators to implement an application, recruitment, screening and training process for appointments to vacated local board positions:
 - a) The process will culminate in the coordinator's preparation of a written selection rationale statement about the prospective appointee to the child advocacy board.
 - Local Coordinator will prepare the Rationale Statement (Resource 46) and submit it to the Deputy Program Administrator via email by the 10th calendar day of the month (or the following work day if the 10th falls on a weekend) preceding the applicant's intended start date with the local board.
 - b) The process will include consultation with the chief judge for the court district served by the local board.

- c) The administrator (or designee) will submit each written selection rationale statement electronically to all child advocacy board members no later than 30 calendar days prior to the beginning date of the local board member's prospective term. If a board member vacates the position mid-term, the selection process and resulting written selection rationale statement shall be submitted to the child advocacy board as soon as practicable.
 - Rationale statements will be forwarded to the Board by the 13th calendar day of each month (or the following work day if the 13th falls on a weekend).
 - d) Within 15 calendar days after receipt of the written selection rationale statement, any child advocacy board member may request a telephonic child advocacy board meeting to review a prospective appointment. During the meeting, child advocacy board members may raise questions and then vote for the approval or disapproval of the prospective appointment.
 - e) If no meeting is requested, the prospective local board member is deemed approved by the child advocacy board.
- 3) A person employed by the department of inspections and appeals, the department of human services, the judicial department, an employee of an agency with which the department of human services contracts for services for children under foster care, or a child-placing agency shall not serve on a local board. The Local Coordinator shall communicate to the chief judge (or designee) and to the DHS designee for the Service Area the names of potential Members, and shall pay attention to input received.
 - 4) Vacancies on a local board shall be filled in the same manner as original appointments are made, following board composition expectations listed in 1) above. For boards reviewing youth from a cluster of counties, the expectation will be for the board membership to reflect residency from various counties represented. When a vacancy occurs, the Local Coordinator will review the remaining local board composition and specifically recruit to fulfill the expectations for diversity listed above. The Local Coordinator may enlist the assistance of the Lead Coordinator as needed. Once a potential volunteer meeting the criteria agrees to serve, the screening process listed above is followed.
 - 5) The term of a local board Member's appointment shall not exceed **three** years. The Child Advocacy Board shall fix the tenure of individual appointments so that **no more than one-third of the membership's terms expire in a given year**.
 - 6) In January of each year and within one month of any Board changes, the Local Coordinator will assure that the FCRB Member lists are updated to reflect new appointments and changes in Board Chair and Co-Chair positions.

5.e. Member Training Requirements

- 1) Prior to being sworn in, the prospective Member shall schedule and complete an 8 hour training session with the Local Coordinator. This individualized training is typically provided locally at a time convenient for both the Local Coordinator and the prospective Member. In the unlikely event that the prospective Member is required to travel more than 50 miles for training, the person may claim mileage for the travel. To do so, the prospective Member will complete a W-9 Form (Resource 11) and a Travel Claim Form (Resource 12) and submit to the Local Coordinator. The training includes the following components as required by Iowa law:

- a) The history, philosophy and role of the juvenile court in the child protection system.
 - b) Juvenile court procedures under the juvenile justice act.
 - c) The foster care administrative review process of the department of human services.
 - d) The role and procedures of the citizen's foster care review system including case file management and confidentiality.
 - e) The Adoption Assistance and Child Welfare Act of 1980, Pub. L. No. 96-272.
 - f) The purpose of case permanency plans, and the type of information that will be available in those plans.
 - g) The situations where the goals of either reuniting the child with the child's family or adoption would be appropriate.
 - h) The legal processes that may lead to foster care placement.
 - i) The types and number of children involved in those legal processes.
 - j) The types of foster care placement available, with emphasis on the types and number of facilities available on a regional basis.
 - k) The impact of specific physical or mental conditions of a child on the type of placement most appropriate and the kind of progress that should be expected in those situations.
- 2) In-Service Training
- a) A FCRB Member shall complete a minimum of 6 hours of in-service training annually, prorated for the member's start date during the year. The training includes a required session on securing and maintaining confidential information.
 - b) The required annual amount of in-service training time is built into each Board's review schedule. Some of the training topics are selected by the ICAB Leadership Team as required training topics to be provided on a cyclical schedule. This will include refresher training on such topics as safeguarding confidential hard copy and automated information and documents, Board review and reporting expectations, and frequently occurring child and family issues such as domestic violence, mental health and substance abuse. Most other topics are selected by the Local Coordinator to meet the specific learning needs of the Members of the FCRB.

5.f. Swearing-In Ceremony

- 1) The prospective FCRB member shall read the Iowa Code sections (Resource 13) in preparation to take the Statement of Confidentiality Oath and be sworn in by the presiding juvenile court judge or designee prior to beginning service on a Foster Care Review Board.
- 2) The Local Coordinator shall schedule a time with the Judge for the appointment ceremony; making sure the prospective Member is available. In some areas of the state, Local Coordinators may be able to arrange for the local Judge to attend the final training session and swear in all the volunteers at one time.
- 3) The judge or designee conducts an appointment ceremony using the Statement of Confidentiality Oath (Resource 14).
- 4) The Local Coordinator stores a copy of the oath in the member's record; the original is given to the Member.

- 5) A guide for conducting a swearing-in ceremony can be accessed through the ICAB website for staff resources. (Resource 15)

5.g. Member Retention and Recognition

- 1) Local Coordinators shall establish an active plan for recognizing Members and rewarding good work.
- 2) Local Coordinators shall maintain a personal, yet professional relationship with the FCRB Members.
- 3) Local Coordinators will request Members to approve or deny permission to take and print Member photographs online and in ICAB publications. (Resource 21) If ICAB seeks to use Member photographs for any other purpose, specific permission will be requested for that purpose.
- 4) The administrator shall develop a local board member evaluation process. The local board coordinator shall complete the evaluation process at least once for each local board member during the member's three-year term. The local board coordinator shall consider the results of the evaluation when determining whether to seek appointment of the local board member to a successive term. When submitting a written selection rationale statement to the child advocacy board for a local board member to serve a successive term, the local board coordinator shall include a summary of the evaluation results for that member.
- 5) A local board member may serve continuous successive terms when selected and approved in accordance with this rule.

5.h. Dismissal of a FCRB Member

- 1) Grounds for removal are:
 - a) Not attending mandatory training sessions.
 - b) Missing two consecutive board meetings or four board meetings in a year's period, without justifiable cause as determined by the Local Coordinator.
 - c) Releasing confidential information pursuant to Iowa Code sections 600.16, 217.30, 235A.15, 237.21, chapters 21 and 22 and other statutory provisions requiring confidentiality.
 - d) Any action or behavior that is inconsistent with the purpose and objectives of Iowa Code sections 237.15 to 237.22, the board, and these rules.
- 2) The Local Coordinator will inform the Administrator if grounds for removal of a Member are evident.
- 3) If in agreement, the Administrator shall write a letter requesting the child advocacy board to take action with specific cause and nature of the cause for removal of local board Members. Copies of this request will be given to all child advocacy board members and the person in question at least 15 calendar days in advance of the child advocacy board meeting where a decision will be made.
- 4) The person in question may enter written or oral testimony to the child advocacy board 10 calendar days in advance for the child advocacy board's consideration.

- 5) The child advocacy board shall make the final decision, with no further appeal available, when a quorum is present by an affirmative majority vote. Written notice of the decision will be given to the local board member and will be reflected in the board minutes.
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Section 6: FCRB Review Process

6.a. Initiation of Case

- 1) DHS Central Office will send the ROM Report to the ICAB IT Person in the first week of each month showing all children under DHS supervision as of the previous month. A sample copy of the ROM report and explanation of each of the data fields on the report is provided (Resource 16).
- 2) ICAB staff receives ROM Report from DHS Central Office, organizes the ROM Report by county and type of placement, and forwards to FCRB staff.
- 3) Upon receipt of the report, AA will check for new cases (for which the “FosterCareEpisodeBeginDate” is in the month that is two months prior to the ROM report date)/discharges/change in placements and change in workers for cases that match the criteria for review for the county.
- 4) When a new case with a “FosterCareEpisodeBeginDate” in the month two months prior to the ROM report date matches the review criteria, the AA will enter the case data for the child into ICO and the FCRBDB. If there is a question regarding a case the AA will contact the designated DHS Supervisor (Resource 17) as the primary FCRB contact for the area. The AA will enter data as follows to initiate a case in ICO:
 - a) On the main screen, enter:
 - Child’s name: first and last
 - Date of Birth
 - Gender
 - b) Save file. This will automatically move to the next screen. On the next screen the AA will continue inputting case data as follows:
 - Select the type of case: FCRB/CASA/BOTH to make the case active.
 - County of Court Jurisdiction
 - Responsible Agency: DHS
 - Juvenile Court Number-ex JVJV001234-10 digit including JVJV
 - FCRB Case status: Active
 - FCRB County of Supervision
 - FCRB Local Coordinator
 - Assigned Board
 - c) Save the file. If the case has more than one child:
 - Add each sibling separately by following steps 6.a.4 a) and b)
 - When all siblings are added, go to People under CASES to link the siblings. Click Add a Sibling, then search for the siblings, repeat as needed until all siblings are added.
- 6) AA will check for documents in EDMS. If all of the needed documents are not on EDMS the AA will contact the providing agency directly and request the information.
- 7) AA will download documents onto the hard drive.
- 8) AA will rename documents before uploading in ICO.

- a) Documents in ICO will be named using the format of Document Name (Case name) document date [example: CPP ABC (Doe) 12.10.14]
 - b) Documents will be uploaded into ICO using the following steps:
 - Click Upload a Document; new screen will open
 - Browse for the document; select document
 - Select Category
 - Document Type
 - Program Type
 - Date of the Document
 - If the document pertains to siblings, check the box for the sibling, and it will be connected and uploaded to both cases.
 - Click Upload Document button at bottom of the screen
- 9) The AA will search for the child in the FCRBDB. If the child is an inactive case in the FCRBDB the AA will complete the following steps:
- a) On the main screen:
 - Uncheck the inactive box at the top of the screen
 - Complete the Entered Date field with the date the child entered Care
 - b) On the placement screen, enter:
 - Name of the placement
 - Placement type
 - Placement date
 - Add to interested party list by clicking the spreadsheet looking box
 - c) On the review screen, enter
 - Date of Review
 - Location
 - Local Board
 - Case Facilitator
 - d) Update Interested Parties, CPP info, Court Dates and JV#'s
- 10) The AA will enter the following when the child is new:
- a) On the main screen, enter:
 - Child's Name: first and last
 - Date of Birth
 - Race
 - Board-The Local Board will automatically fill in once the Review Screen is completed.
 - Home County
 - Court # - there is an additional box for a second Court #
 - Agency
 - Entered Date
 - b) On the Parent Screen:
 - Search for the parent's name, if they are not in the system do the following:
 - Double click on the name field, this will take you to another screen
 - Enter the name, address and phone number and save.
 - If the name is in the system, select the name.
 - Verify information to be correct or change.
 - Add relationship

- Letter heading
 - Click the spreadsheet to add to in the interested party list.
- c) Sibling Screen, enter
 - Search for name of sibling
 - If sibling is not in FCRBDB, add by typing last name/first name
 - Check the box if the sibling is a half sibling
 - Date of Birth
 - Check the box if the sibling is in foster care
- e) Placement Screen, enter
 - Search for Name of Placement, if not in system, add the new location
 - Verify information is correct
 - Admission Date
 - Placement Date
 - Placement Type
 - Click the spreadsheet icon to add to Interested Party List
- e) Interested Party Screen, enter
 - Search for the interested party, if not in the system, add the new person
 - Relationship
 - DHS/DHS Supervisor/County Attorney/Judge will be added in this screen but check as Do Not Notify since they will receive the agenda.
- f) Review Screen, enter
 - Review Date
 - The AA will schedule the initial review at five months to be ahead of the court date.
 - This could change due to boards only meeting every other month or to get in line with court when possible.
 - Location of the review (drop down box)
 - Local Board-this field will fill in the Local Board field on the front screen
 - Case Facilitator
- g) CPP Document Screen, enter
 - CPP Date
 - Permanency Goal
- h) Removal Factors
 - Use the drop down box and select
 - Select up to five Removal Factors

6.b. Preparation for and Scheduling of Reviews

- 1) The AA will create a prelist at 60 calendar days prior to review day by doing the following:
 - a) Run Monthly Projected In-House Report within the FCRBDB on the Report Screen
 - Select District
 - Enter Beginning Date
 - Enter End Date
 - Click Preview
 - Export to PDF or XPS
 - Save
 - Forward 60 Day Prelist to DHS Supervisor designated for area.
- 2) The AA will create an agenda 40 calendar days prior to review

- a) Run Monthly Projected In-House Report.
- b) Open agenda template in Microsoft Word.
 - Prior review day agenda can be used as the template.
 - All Boards will have designated start/end times.
 - Reviews will have a 40 minute time slot unless the Facilitator advises otherwise.
 - For Sibling groups add more time if advised by Chairperson or Facilitator
 - Reviews for cases in which the child is placed in Trial Home Visit or where Termination of Parental Rights has occurred should be scheduled at the end of the board meeting to minimize schedule changes that might be needed.
 - Designate a Lead Questioner (LQ) for each filled slot. If a child/sib group has been previously reviewed, assign to the same LQ for consistency and familiarity, whenever possible. Other slots should be assigned in a manner to equally share the LQ responsibility.
 - Include in-service training during Board meetings as needed to achieve a total of 6 hours in-service training annually.
- c) Slot length may vary due to: complexity of the case; number of siblings in the slot; 1st time review or approaching permanency hearing; history of IP attendance, etc. Input from the Members, based on knowledge of the case via past reviews will also be taken into consideration. Generally:
 - for each child/sibling group differentiated by multiple involved fathers or step/mothers, confidentiality is a special concern. It is important to assure that only information that is legally available for a parent is discussed in their presence. This may require a review slot to be divided, bringing in parents separately to provide their testimony and writing separate reports for each set of parents. Allowing extra slot time on the agenda for such situations is warranted. Alternately, the AA may, in consultation with the Local Coordinator and Members, choose to have the child/sibling group placed into separate time slots and require separate reports.
 - sibling groups with children aged both under and over age 14 will be reviewed in the same slot; however a child over age 14 will be provided a separate report from any siblings, with the FCRB Report pertaining to that older child only.
 - siblings under age 14 in different levels of care (eg, foster home, institution, etc) will be reviewed in the same slot, and can be included in the same FCRB Report.
 - Individual youth/sibling cases in which the court has issued a “No Contact” order between parents will require separate slots and separate FCRB Reports that reflect only information related to the specific parent; if the “No Contact” order is between the child and parent(s), the child will be encouraged to provide written or recorded testimony but will not be invited to the review. Parents will receive a copy of the FCRB Report. Note: the agenda may include a time buffer between reviews where no contact is ordered.
- d) The AA will contact the Local Coordinator and DHS Supervisor designated for the area at 35 calendar days prior to review to finalize agenda. (Resource 17)
- e) If the DHS Supervisor does not respond to the review request within 2 working days, the AA will contact the Service Areas designated SWA.

- 3) The AA will distribute the agenda to the following persons by email 30 calendar days prior to the review:
 - a) DHS Caseworker
 - b) DHS Supervisor
 - c) County Attorney
 - d) Juvenile Court Judge
 - e) Facilitator
 - f) Local Coordinator
- 4) The AA will verify information pertaining to cases is correct and all information has been received. If additional documents are needed, the AA will check EDMS first. If not available on EDMS, the AA will request them from the providing agency.
- 5) The AA will send notification of the review to all interested parties 30 calendar days prior to the review by completing the steps listed below in the FCRBDB. **All notices shall include a statement that the person notified has the right to representation by counsel at the review.**

In addition to the parties listed under 3) above, the AA will send notices to:

- The parent or parents of the child unless termination of parental rights has occurred;
- The foster care provider of the child;
- The child receiving foster care if the child is fourteen years of age or older;
- The guardian ad litem of the foster child.
- The person providing services to the child.
- The child's attorney

CASA Advocates and Coaches, school personnel and Parent Partners are also invited to reviews where applicable.

Whenever possible, the AA will send the notification by email to interested parties who are required to meet the same confidentiality requirements as ICAB staff and volunteers. To email these interested parties, copy the body of the notice and paste it into the body of the email. Add the child's name, date of review, time of review and location (See Resource 22 for wording). When an email address is not available for such an interested party, the AA will send by regular mail. For other interested parties, the notice will be sent by regular mail.

- a) On the Review Screen:
 - Verify all information is correct
 - Add time of review
- b) On the Report Screen:
 - Click Review Notices
 - Search by the child's last name and select
- c) Click print letters
 - Interested party letters will be printed on State of Iowa letterhead
 - Mail letters
- 6) The AA will prepare and ensure distribution of the following documents for review day for completion by the Facilitator, Board Members and interested parties:
 - a) Facilitator Invoice (Resource 23)

- b) Chair Meeting Summary (Resource 24)
 - c) Facilitator Summary (Resource 26)
 - d) FCRB Tracking Sheet **for Hours and Miles** (Resource 27)
 - e) Comment Cards (Resource 25)
 - f) LQ Worksheet (Resource 29)
 - g) Barriers To Permanency form (Resource 38)
 - h) Signed Confidentiality Form & Release Forms**
 - i) In-service training materials when scheduled**
- 7) The AA will seek to verify that a quorum (minimum of 3 Members) is available for an FCRB meeting, by monitoring feedback from Chairperson Summaries, Facilitator Summaries, communication from Members, and other sources. This may occasionally require contacting Members to confirm their intention to be present for the scheduled reviews, or contacting alternate Members from other FCRBs who have expressed interest in serving as substitutes to complete quorums. In the event that fewer than 3 Members are able to participate, the AA will immediately notify the Facilitator. **A quorum consists of at least three local review board members or alternates. A quorum shall be present before cases can be reviewed and recommendations can be voted on. At least two members must be present during questioning of interested parties.**
- 8) The Facilitator shall arrange to be present for all FCRB meetings, and to prioritize the work of the FCRB review day over other interests. It is expected that the Facilitator will schedule vacations and other time off to not interfere with FCRB meetings, as any absences from a review meeting would create a hardship for Members, families, and ICAB staff. If a situation arises wherein the Facilitator must be absent, efforts will be made to hold the meeting with either the Local Coordinator or perhaps another Facilitator as the substitute. Facilitator absences shall be addressed in the following manner:
- a) Unanticipated absence: If a Facilitator has a last-minute emergency arise which will require the Facilitator to either be late for the meeting or absent from the meeting altogether, it is imperative that the Local Coordinator and AA be informed by direct phone contact as soon as possible. Arrangements will need to be made to provide the draft FCRB Reports to the Local Coordinator and AA. Depending on availability of a substitute, the meeting start time may need to be delayed or the meeting day cancelled altogether.
 - b) Anticipated absence: If a Facilitator must be absent due to a known situation such as a funeral, the Local Coordinator is to be informed by direct phone contact as soon as the conflict is known, so that options/arrangements can be discussed.

6.c. Conduct of the Review

- 1) Purpose of the review. Iowa law requires each review to consider the following:
 - a) The past, current, and future status of the child and placement as shown through the case permanency plan and case progress reports submitted by the agency responsible for the placement of the child and other information the board may require.

- b) The efforts of the agency responsible for the placement of the child to locate and provide services to the biological or adoptive parents of the child.
 - c) The efforts of the agency responsible for the placement of the child to facilitate the return of the child to the home or to find an alternative permanent placement other than foster care if reunion with the parent or previous custodian is not feasible. The agency shall report to the board all factors which either favor or mitigate against a decision or alternative with regard to these matters.
- 2) The review steps.
- a) Facilitator will arrive at board location to have room set up and signs placed prior to administrative time.
 - b) Facilitator will lead administrative time to see if Board has any questions, concerns or possible conflicts of interest regarding the day's agenda.
 - c) Facilitator will pass out necessary documents
 - Chair Meeting Summary-(Resource 24)
 - Chair Announcement to IPs-(Resource 30)
 - d) Facilitator will go to the waiting area to greet the IPs, and lead them to the meeting room. If an interested party brings a support person outside of the nuclear family (relative, friend, significant other, etc.), the Facilitator will ask the Interested Parties if they are in agreement to the individual sitting in on the review. **Confidentiality forms need to be signed by all persons 18 years or older who are not interested parties to the case and were not invited to the review by the local FCRB office.**
 - If there are no objections, the Facilitator will have the IPs sign the Release Form (Resource 39) and have the individual sign a confidentiality agreement (Resource 40) before the individual participates in the review.
 - If there are objections, the individual can provide a statement to the Board prior to the review discussion and after providing the statement, the individual needs to leave or remain in the waiting area until the conclusion of the review if they came with an IP.
 - e) Facilitator will use the Facilitator Outline for a Review (Resource 31), and read statement "We are here today in the interest of (youth name). Let me begin by introducing those present to the board."
 - f) Facilitator will introduce interested parties by name and relationship to the child; introduce any foster parent by first name only if the placement is sequestered, per information from DHS reports or communications.
 - g) Board chairperson will read statement regarding confidentiality and board experience (Resource 30) [If all IPs have previously participated in a review, the Chairperson will still read the first paragraph but the rest of the statement is then optional]
 - h) Board Chairperson will hand off review to Lead Questioner for case.
 - i) Lead Questioner will use the Lead Questioner Worksheet to guide the review (Resource 29)
 - j) At the conclusion of the review the Facilitator makes the following statements:
 - We are nearing the end of our discussion time. Are there any final questions before I summarize?

- Facilitator states “The Board will send a report to the Juvenile Court Judge with its findings and recommendations.
- I will read back information that has been presented to the Board. Please listen carefully and make any corrections that are needed. I will then ask the board Members for their findings and recommendations.
- (Youth) entered the foster care system due to (reason). This is the (number) review for this youth. The next scheduled in-court review is (date). The next FCRB review is (month, year).
- Today, the FCRB reviewed the case permanency plan dated (date), which lists needs (or concerns and the desired outcomes). Regarding progress, the FCRB today finds”:
 - Beginning with the Child Well-being Domain, state the need area and the corresponding testimony. Repeat this process through all Domains.
 - When done, again ask for any additions, deletions, or corrections to that part of the report. If conflicting points of view are given, state both and include them in the Board Report.
- If it appears to the Facilitator or any Board Member that private discussion before completing the Findings and Recommendations would be helpful, the Facilitator may ask if the Board wants five minutes for private discussion before making its findings and recommendations:
 - If yes, the Facilitator will escort the Interested Parties to the waiting area. Keep the break to the five minute limit.
 - Write the Findings and Recommendations.
 - Facilitator will bring Interested Parties back to the meeting room and read the Findings and Recommendations.
 - Facilitator will guide Interested Parties to the door, and hand out Comment Cards for completion in the waiting area.
 - Facilitator will thank Interested Parties for their participation.

If a five minute break is not needed, the Facilitator will continue. If the FCRB had made recommendations in the previous review of this child/sib group, the Facilitator will read back each Prior Recommendation and ask the FCRB if it should be marked “Achieved,” “Not Achieved,” “Ongoing,” or “No longer applicable.”

- k) At the conclusion of the review, the LQ will complete the Barriers to Permanency form (Resource 38) by determining if barriers exist that hinder the child’s achievement of permanency. Permanency is legally defined to mean that a child has “a safe, stable, custodial environment in which to grow up, and a lifelong relationship with a nurturing caregiver.” The LQ will circle up to three top barriers as noted from the written documents and testimony, and give the form to the Facilitator for return to the AA.
- l) Prior to starting the next review on the agenda, the LQ will summarize the case. The Facilitator will see if there are any questions or concerns. Repeat the above process for next reviews.

- m) At the conclusion of the review day the Facilitator will ensure that Comment Cards are collected from participants, that Members submit time (preparation, board day and travel time) spent and mileage for the Board day (Resource 27) and confirm Lead Questioner assignments for the next meeting. Facilitator will go over Comment Cards received during the day's review.
 - n) Facilitator will go over Comment Cards received during the day's review.
 - o) Per the agenda, the Facilitator will lead training topic.
- 3) Dealing with threats, violence or safety concerns.
- a) Sometimes written reports or other information supplied by DHS or other sources indicates that a person or persons invited to participate in a child's review has a past history of violence. In such instances, it is prudent for the Local Coordinator to consult with the Facilitator and the Chairperson to determine whether to alert local law enforcement of the time and location of the review, for quick intervention if needed.
 - b) Occasionally a review situation may produce an overt or perceived threat to the welfare of persons involved in the review setting. Threatening or violent behavior is not to be tolerated. The Facilitator is to inform the person of the need to demonstrate control of their behaviors; if that is not workable, the person can be dismissed from the review, or the review cancelled altogether.
 - c) Safety is a primary concern for all participants, and prudent action by the Facilitator and Members is expected. Devising a safety plan in advance (eg, arrangement of the room to allow unobstructed exit, available cell phone for dialing 911) is advised.
- 4) FCRB Members and Facilitators will handle conflicts of interest related to their participation in case reviews by a local board as follows:
- a) If a Facilitator has a conflict of interest regarding a child or family, (s)he will contact the Local Coordinator to arrange for the review to be conducted by staff or another contract facilitator.
 - The Coordinator will notify the AA of any facilitator changes.
 - The AA will amend facilitators' invoices to reflect any necessary changes.
 - The AA will ensure that the substitute facilitator has case file documentation for any case (s)he will facilitate.
 - The Facilitator with the conflict will leave the meeting room for the duration of the review, and will not participate in any portion of testimony, deliberation or Board Report findings or recommendations.
 - b) If a FCRB Member has a conflict of interest regarding a child or family, (s)he will notify the AA and Local Coordinator of the need to be recused from the identified review.
 - The AA will ensure quorum for the review.
 - The AA will reassign lead questioner responsibility if needed.
 - The AA will notify the Facilitator.
 - The Member with the conflict will leave the meeting room for the duration of the review, and will not participate in any portion of testimony, deliberation or Board Report findings or recommendations.

- 5) Dealing with Interested Party requests to tape record a foster care review board meeting
 - a) Due to the need to maintain the confidentiality of the information shared during a foster care review board meeting, ICAB does not allow any participant to record the meeting with the exception of the FCRB facilitator who may record his/her read back of the information that will be in the foster care review board report.
 - i. If a Facilitator chooses to record his/her read back, (s)he must disclose to the interested parties that the read back is being recorded to assist in writing the board report.
 - ii. Any recordings of read backs must be erased when reports are distributed at 15 calendar days post-review.
- 6) Handling a case when no Interested Parties attend or provide written or recorded testimony
 - a) Foster care review board reports will be submitted for scheduled reviews where there is no interested party attendance or written/recorded testimony.
 - b) The Facilitator will document lack of attendance and/or participation and include recommendations by the Board based on what information was available in the file.
 - c) Facilitators are paid for the report.
 - d) AA will reschedule the review.

6.d. Post Review Activities

- 1) Facilitator will complete and submit using the state email account to the Local Coordinator draft reports on FCRB letterhead within 5 calendar days of review day. Use Resource 32: FCRB Report Template and follow the FCRB Report Instructions in Resource 28. The reports shall include correct information about each of the following:
 - a) JVJV#
 - b) Number of Reviews
 - c) Date of Birth
 - d) Date of last case plan
 - e) Date of next court hearing
 - f) Date of next review
 - g) Interested party list on final page of report
- 2) The Local Coordinator will review the draft report with the Facilitator by phone and the Facilitator will correct or edit the report as directed and return the corrected copy to the Local Coordinator within 2 working days. The Local Coordinator's review and direction to the Facilitator shall include:
 - a) Grammar and typographical errors
 - b) Content concerns including testimony, Findings, and Recommendations
- 3) Upon receipt of the corrected report, the Local Coordinator will repeat the activity in 2) above if further corrections are needed. When the report is completely correct, the Local Coordinator will transmit the report to the AA within 12 calendar days of the review hearing. AA will use information in the FCRBDB to check and correct any errors in the report's first portion (regarding dates, juvenile number, review number, next review date, etc) and the report's final portion (attendees, distribution of report).

- 4) Facilitator will submit the following documents to the AA **within 5 business days**:
 - a) Facilitator Meeting Summary-(Resource 26)
 - b) Chair Meeting Summary-(Resource 24)
 - c) Board files
 - d) Comment Cards-(Resource 25)
 - e) FCRB Hours/Miles Tracking Sheet-(Resource 27)
 - f) Barriers to Permanency (Resource 38)
 - g) Signed Facilitator Invoice
 - h) **Completed in-service training evaluations and facilitator feedback form attached to training facilitator guide materials**
 - i) **Signed Confidentiality Form & Release Forms**
 - j) **Updated Interested Party list with noted changes**
- 5) Upon receipt of the Local Coordinator-approved Board Reports and all documents listed in paragraph 4, the AA will process the Facilitator Invoice and forward to the state office AA for further processing. **See Appendix 1: FCRB Facilitator Handbook for payment information on pages 9-10.**
- 6) No later than 15 calendar days after the FCRB hearing, the AA will input the report into the FCRBDB as follows:
 - a) In the review screen, check the box to make the review an old review
 - b) Click Interested Party Attended Screen
 - Select Interested Party from drop down box
 - Mark how they participated in the review
 - Verbal testimony personally presented to the FCRB
 - Substitute presented testimony during the review
 - Recording of testimony presented during the review
 - Written Testimony presented during the review
 - Post Review Testimony
 - Did Not Attend
 - Repeat until all interested parties have been entered into the FCRBDB
 - Click Save
 - c) Click schedule a review, which will cause the FCRBDB application to automatically schedule review for six months out. If this is not the correct date, change it. All other data fields except time of review will be populated for the upcoming review automatically.
 - d) **Add Barriers to Permanency to the child's record and enter other comments on spreadsheet located on dropbox in AA Team folder.**
- 7) If any final report is not submitted within 12 calendar days, the AA shall notify by email the Local Coordinator, Lead Coordinator and Deputy Administrator of each missing report. AA will transmit final reports within 15 calendar days post review as follows:
 - a) Email final reports to DHS and DHS Supervisor
 - b) Upload reports to EDMS as follows:
 - Log into EDMS

- Select file on existing case
 - Input JVJV#
 - Input County of Court Jurisdiction
 - Input last name
 - This will take you to the another screen
 - Select type of document as Report
 - Select type of Report as Foster Care Review Board
 - Browse for document and attach
 - Click Add
 - Click next and document will be filed
- c) Email interested parties, except for attorneys, judges and county attorneys, who are subject to the same confidentiality requirements as ICAB staff and volunteers. If an email address is not available, send the reports by regular mail. This includes:
- Service Providers
 - Placement providers
- e) Mail reports to parents, foster parents and other interested parties who are not subject to the state's confidentiality requirements.
- f) Attorneys/Judge/County Attorney will have access through EDMS. The AA will make FCRBDB changes in County Attorney and Judge designations within one month of changes in elections and appointments to these positions.
- f) Upload Report to ICO as a Microsoft Word document to be used as the draft for the next review of the case.
- g) AA completes the "Timeliness of Review Reports" spreadsheet in drop box/AA Team folder.
- 8) AA will process Comment Cards
- a) Input answers into Drop Box
 - b) Add written comments to spreadsheet in Drop Box
- 9) AA will input information into Administrative Report-(Resource 33)
- a) Number of total reviews (children reviewed) by board
 - b) Number of total slots by board
 - c) Individual volunteer mileage by board
 - d) Training topic, and name of person who delivered training
- 10) AA will send the Chairperson and Facilitator Summary Sheets to the Local Coordinator. AA will review Chairperson and Facilitator Summary Sheets to be advised of any upcoming Member absences.
- 11) AA will add the Barriers to Permanency results to child's record in the FCRBDB.
- 12) Case File Management – Distribution and Collection of Documents
- a) For monthly Boards, the AA will prepare for Board Members the meeting agenda and case files needed for the upcoming FCRB meeting and mail or deliver to the Facilitator. Frequently, documents will arrive at ICAB after the case files have been mailed or delivered. This requires the AA to provide a "second mailing" of documents

- to the Board Members, and to notify the Facilitator of the specific, new documents to access on ICO. If there are technical issues preventing the Facilitator from accessing ICO, then the AA will email the pertinent documents to the Facilitator. At the end of each monthly Board meeting, the Facilitator will deliver the case files for the subsequent review to Board Members, collect documents files and Board Member notes for cases reviewed at the meeting, and mail or deliver the collected materials to the AA for safekeeping until the next scheduled review of the cases.
- b) For bi-monthly Boards, the AA will prepare the needed case files and mail or transmit via ICO to the Board Members 30 calendar days in advance of the meeting. The Facilitator will collect the files and notes from the Members at the end of the meeting and mail or deliver the materials to the AA for safekeeping until the next scheduled review of the cases.
 - c) The Facilitator will access all records needed for the reviews at each Board meeting from ICO.
 - d) When a Facilitator resides or facilitates in the town where the FCRB office is located, board Member files will be dropped off no later than 5 calendar days post-review.
 - e) When a Facilitator does not reside in the town where the FCRB office is located, board Member files will be shipped to and from the Facilitator. (Resource 36)
 - AA consults with the Facilitator to have the box of returning Member files picked up by UPS to discuss any special instructions for the pick-up location or time.
 - AA will schedule the pick-up through UPS to have the box picked up and returned to the FCRB office.
 - f) Upon receiving the box of files, the AA will sort the Member files by child and store the files at the local office. Each child has an accordion file where the Member files are maintained.

6.e. FCRB Hearing Cancellation

- 1) Cancellation of individual reviews.
 - a) When a child/group scheduled for review returns home or is adopted prior to the review day, the AA will remove the child/group from the agenda and revise the agenda accordingly. The revised agenda will be sent to appropriate DHS staff and Facilitator.
 - b) A cancellation notice is sent to interested parties for the child/group that is no longer being reviewed.
 - c) When the review times for other children on the agenda have changed, the AA will enter the new review times in the FCRBDB Review screen and send new notifications to affected interested parties.
 - d) If the child goes home within 2-3 calendar days of the scheduled review, then the AA will enter "training" into the vacant slot instead of changing other review times due to short notice.
- 2) Cancellation of FCRB meetings due to inclement weather.
 - a) For weather-related issues, the Local Coordinator will consult with the Facilitator and Chairperson to make a determination about delaying or canceling an FCRB meeting day.

- b) If a change is determined to be necessary, the Local Coordinator will inform the AA who will immediately notify the Members and IPs about the delay/cancellation.
 - c) The Local Coordinator/AA will also notify the meeting facility about the cancellation.
- 3) Cancellation of FCRB meetings due to meeting facility issues.
 - a) If the facility used for the FCRB meeting is closed on the day of the meeting with little notice, the Facilitator will consult with the Local Coordinator to determine whether another convenient, alternate facility is available. If no facility is available, the Facilitator will notify the Board Chairperson and the FCRB meeting will be cancelled.
 - b) Local Coordinator will inform the AA who will immediately notify the Members and the IPs about the cancellation.
- 4) Rescheduling a cancelled FCRB meeting.
 - a) When a meeting day is cancelled, the Local Coordinator will determine a new date for the reviews to be held after checking with the Board Members, meeting location and Facilitator about availability. The Local Coordinator will notify the AA of the new date.
 - b) AA will update the Review screens in the FCRBDB with the new date and time.
 - c) AA will revise the agenda and send it to the agenda recipients and Members, and will send new notifications to IPs.

6.f. Foster Care Review Board Data Base (FCRBDB) Maintenance

- 1) AA will process mail in the FCRBDB as it comes in.
- 2) If termination of parental rights occurs the AA will update FCRBDB
 - a) In FCRBDB on Parent Screen, input TPR date; two fields are available to indicate separate termination of parents. **Add JV TPR # on main screen.**
 - b) Mark Do Not Notify on the Interested Party Screen
- 3) AA will complete Monthly Administrative Report and send to state office AA by the 5th working day of the following month.
- 4) AA will complete Quarterly 4E Reports
 - a) Email to DIA designee
 - b) Email to **supervisor**
- 5) **AA will complete monthly IP Attendance report and send excel version to Deputy Administrator for FCRB as soon as all monthly reports are entered into the FCRBDB. The DA compiles monthly attendance reports and distributes a quarterly IP attendance report to DHS SAMs and SWAs in addition to making it available for ICAB staff.**
- 6) AA will complete additional Reports upon request

6.g. Foster Care Review Board Leadership

- 1) Annually (generally during December) every FCRB will hold an election for the positions of Chairperson and Vice Chairperson. The Facilitator is to preside over the election process as outlined in the FCRB Facilitator Handbook.
- 2) At the end of a Board Member's term, the Member will participate in a progress review of his/her service to the FCRB. (Resource 37)

- 3) It is important for the Facilitator to meet the needs of the Members and to complete the requirements in the contract with ICAB. To assist with this process, evaluations will be completed at least annually, and more often as desired by ICAB. The forms used to help compile information are the Member Assessment of Facilitator Services (Resource 34) and the Staff Assessment of Facilitator Services (Resource 35). Results will be shared with the Facilitator by the Local Coordinator. This is intended to help maximize performance and satisfaction with the services under contract.
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Section 7: Records

7.a. Case Record Management

- 1) The FCRB program utilizes Iowa CAB Online (ICO) and the FCRBDB to maintain complete, accurate and current records for each case reviewed. Case data and records are entered into the ICO and FCRBDB systems as prescribed in Section 6 FCRB Review Procedures.
- 2) Members may take handwritten notes from electronic or paper records they review for use in review hearings. At the conclusion of the hearing, the Members will turn the handwritten notes over to the Facilitator who will return them to the AA for retention until case closure.
- 3) A Lead Coordinator, Local Coordinator, AA or Facilitator is authorized to access electronic records for cases when required to carry out their official duties as described in the respective position description. If authorized by the position description, the staff member or contractual worker may access and download records for the Court's Electronic Data Management System (EDMS) for the purposes of storing the records on ICO. They may print copies of the records only as necessary for carrying out their respective duties as described in their job descriptions. An ICAB staff member, contractual Facilitator or FCRB Member who is authorized to have paper copies of records or handwritten notes of records in their possession shall store those records when not in use in a locked container within a locked storage area which is not accessible to others.
- 4) Upon receiving Local Coordinator approval of a FCRB report, the Local Coordinator or AA shall upload the report to ICO and EDMS, print copies of reports of reports for interested parties who are required by statute to receive copies of the reports and mail the printed copies to those interested parties.
- 5) FCRB case records are stored in ICO indefinitely for purposes of program and systemic analysis.
- 6) When a FCRB Member discontinues a term on the Board, the Local Coordinator shall make timely arrangements to retrieve any documents that have been transmitted to but not collected from the Member.

7.b. Confidentiality of FCRB Records and Data

- 1) All program staff and FCRB Members must respect the child's right to privacy by maintaining the confidentiality of each case record. All data, records and documents collected or created by ICAB or the FCRB are confidential and may be released only in compliance with federal and state laws, regulations and rules. In addition, confidentiality

shall be maintained in accordance with the requirements of the Memorandum of Understanding (MOU) between ICAB (as an attached unit of the DIA) and the DHS.

- 2) All ICAB staff, contractual personnel and FCRB Members shall sign and take an Oath of Confidentiality to commit to maintaining confidentiality of FCRB data and records in accordance with all provisions of this manual. (See Resource 14)
- 3) Iowa Code Chapter 237 establishes the FCRB program and the requirements under which it operates.
 - a) Sub-Sections 2a and 4a establish specific requirements for distribution of FCRB reports, as follows

2. a. Submit to the appropriate court within fifteen days after the review under subsection 1, the findings and recommendations of the review. The local board shall ensure that the most recent report is available for a court hearing. The report to the court shall include information regarding the case permanency plan and the progress in attaining the permanency goals. The report shall not include issues that do not pertain to the case permanency plan. The findings and recommendations shall include the proposed date of the next review by the local board. The local board shall notify the persons specified in subsection 4 of the findings and recommendations.

4. a. Notify the following persons at least ten days before the review of a case of a child receiving foster care:

- (1) The person, court, or agency responsible for the child.

- (2) The parent or parents of the child unless termination of parental rights has occurred pursuant to section 232.117.

- (3) The foster care provider of the child.

- (4) The child receiving foster care if the child is fourteen years of age or older. The child shall be informed of the review's purpose and procedure, and of the right to have a guardian ad litem present.

- (5) The guardian ad litem of the foster child. An attorney appointed as guardian ad litem shall be eligible for compensation under section 232.141, subsection 2.

- (6) The department.

- (7) The county attorney.

- (8) The person providing services to the child.

- (9) The child's attorney.

- b) Iowa Code Section 237.21 sets forth specific confidentiality requirements for FCRB records:

237.21 CONFIDENTIALITY OF RECORDS -- PENALTY.

1. The information and records of or provided to a local board, state board, or court appointed special advocate regarding a child receiving foster care and the child's family when relating to the foster care placement are not public records pursuant to chapter 22. The state board and local boards, with respect to hearings involving specific children receiving foster care and the child's family, are not subject to chapter 21.

2. Information and records relating to a child receiving foster care and to the child's family shall be provided to a local board or the state board by the department or child-care agency receiving purchase-of-service funds from the department upon request by either board. A court having jurisdiction of a child receiving foster care shall release the information and records the court deems necessary to determine the needs of the child, if the information and records are not obtainable elsewhere, to a local board or the state board upon request by either board. If confidential information and records are distributed to individual Members in advance of a meeting of the state board or a local board, the information and records shall be clearly identified as confidential and the Members shall take appropriate steps to prevent unauthorized disclosure.

3. Members of the state board and local boards, court appointed special advocates, and the employees of the department and the department of inspections and appeals are subject to standards of confidentiality pursuant to sections 217.30, 228.6, subsection 1, sections 235A.15, 600.16, and 600.16A. Members of the state and local boards, court appointed special advocates, and employees of the department and the department of inspections and appeals who disclose information or records of the board or department, other than as provided in subsection 2, are guilty of a simple misdemeanor.

- 4) The MOU between DIA (ICAB) and DHS requires that DIA (ICAB) will assure the Confidentiality of the Child Advocacy Board and the FCRB, as follows
- a) Child Advocacy Board and FCRB personnel and volunteers who disclose information or records of the Child Advocacy Board, FCRB, or DHS other than as provided in Iowa Code subsection 237.20(2), may be guilty of a serious misdemeanor.

Protected information includes:

- The names and addresses of applicants and recipients and types of services and amounts of assistance provided (unless excepted under Iowa Code 217.30(4));
 - Information related to the social and economic conditions or circumstances of a particular individual including wage information (see Iowa Code Section 217.30) obtained from the agency administering the state unemployment compensation laws or from the Social Security Administration;
 - Agency evaluation of information about a particular individual;
 - Medical or psychiatric data, including diagnosis and past history of disease or disability, concerning a particular individual; and
 - Child abuse information as defined in Iowa Code Section 235.13.
- b) In the event of the issuance of a subpoena for DHS records or for a Child Advocacy Board or FCRB representative to testify regarding the client, the Child Advocacy Board or FCRB will call the Court's attention through the Attorney General to the federal and state law provisions against release of information.
- c) The same policies and procedures will be applied for requests from government bodies, the courts, or a law enforcement official as with any other outside source.
- d) Procedures for safeguarding information apply to computer system data as well as hard copy of foster care administrative review files.

- e) In accordance with Iowa Code Section 217.30, Child Advocacy Board and FCRB personnel have no independent authority to release confidential data other than as required by Iowa Code.
- 5) Subpoenas. A subpoena is a writ, generally issued by a court, to compel testimony or evidence. The case records and information made available to Members, Facilitators, and staff is privileged and confidential per Iowa code. In the event that a subpoena is issued with regard to the FCRB program:
 - a) Immediately bring the subpoena to the attention of the ICAB Administrator or Deputy Administrator, and provide a copy.
 - b) Do not respond to, contact or discuss the matter with the issuing/serving party without further guidance.
 - c) The ICAB program has legal counsel available to provide guidance to Members, Local & Lead Coordinators and administration throughout the subpoena process. A motion to quash (make null and void) the subpoena will likely be filed on behalf of FCRB. Should other steps be required, specific guidance will be provided.

7.c. FCRB Member Records

- 1) The FCRB program maintains a record for each FCRB Member that may be reviewed by the Member with the exception of confidential reference documentation and record checks. The FCRB Member record contains, at minimum:
 - a) Application with emergency contact information and employment history
 - b) Confidential reference documentation.
 - c) Training records.
 - d) Documentation of personal interview.
 - e) Copy of the FCRB Confidentiality Oath (Resource 14)
 - f) Signed Member Letter of Acknowledgement (Resource 21)
 - g) Resignation or dismissal documentation
 - h) Exit Survey (Resource 18)
- 2) Each FCRB Member shall have name and contact information and other required information entered in ICO. This information can be updated as needed by using the Manage Volunteer option in ICO.
- 3) ICAB staff completes reference check information by entering the verification date and any notes for each of the references.
- 4) Closing a FCRB Member Record
 - a) When a FCRB Member leaves the program, staff updates the Member's ICO Case Status to "Exited Program" with the date of exit.
 - b) Written documentation of resignation or voluntary or involuntary dismissal of a Member will be kept in the Member's record.
 - c) An exit survey shall be completed by the Member and maintained in the Member's record. (Resource 18)
- 5) FCRB Member records shall be maintained for 24 months after the Member's completion of service.

7.d. Use of Technology

Reasonable precautions must be taken to guard confidential issues in regard to the use of technology such as email, electronic and social media sites, computers, and cell phones. Staff and FCRB Members shall install passwords on any device they use for FCRB business and on any files containing information related to FCRB business. Passwords shall not be provide to or shared with any other person.

7.e. Statistical Data

ICAB staff shall maintain complete case and volunteer data for program reporting requirements.

FCRB Policies and Procedures Resources

The FCRB Policies and Procedures Manual Resources are located on the ICAB Website at <https://childadvocacy.iowa.gov> (sign in with your Account ID and Password, then on left panel click Staff/Staff Home. Under Welcome Staff! click Policies and Procedures, then click FCRB Policies and Procedures Resources and click the desired Resource number)

- Resource 1. FCRB Board Specific Review Protocol
- Resource 2. ICAB Social Media Policy
- Resource 3. Cover Letter - Applicant 2015
- Resource 4. Application 2013 Print Form
- Resource 5. FCRB Program Description and Fact Sheet
- Resource 6. FCRB Member Job Description – revised 2016
- Resource 7. DHS Child Abuse Check – 2016 version
- Resource 8. ICAB Consent Form
- Resource 9. Personal Reference Letter
- Resource 10. Personal Reference Questionnaire
- Resource 11. W-9
- Resource 12. Travel Claim
- Resource 13. FCRB Iowa Code for Oath
- Resource 14. FCRB Confidentiality Oath Print 2013
- Resource 15. FCRB Swearing In Guide
- Resource 16. Sample ROM Report
- Resource 17. Designated DHS Supervisors 2015
- Resource 18. FCRB Program Exit Survey 2013
- Resource 19. P&P Letter of Acknowledgement (Staff)
- Resource 20. Board Member Applicant Interview Form
- Resource 21. P&P Letter of Acknowledgement (Member)
- Resource 22. Notification of Review Template
- Resource 23. Facilitator Invoice
- Resource 24. Chair Meeting Summary
- Resource 25. Comment Cards
- Resource 26. Facilitator Meeting Summary
- Resource 27. FCRB Hours/Miles Tracking Sheet
- Resource 28. FCRB Report Instructions
- Resource 29. LQ Worksheet – revised 2016
- Resource 30. Chair Announcement to IPs

- Resource 31. Facilitator Outline for a Review
 - Resource 32. FCRB Report Template
 - Resource 33. Administrative Report
 - Resource 34. Member Assessment of Facilitator Services
 - Resource 35. Staff Assessment of Facilitator Services
 - Resource 36. UPS Procedures
 - Resource 37. FCRB Member Progress Review – revised 2016
 - Resource 38. Barriers to Permanency form – revised 2016
 - Resource 39. Release Form
 - Resource 40. Confidentiality Agreement
 - Resource 41. CFSR Instructions – added from Facilitator Handbook
 - Resource 42. Suggested Wording for Recommendations – added from Facilitator Handbook
 - Resource 43. Checklist for FCRB Reports – added from Facilitator Handbook
 - Resource 44. FCRB Sample Report – added from Facilitator Handbook
 - Resource 45. ICO Instructions (accessing case file documents) – added from Facilitator Handbook
 - Resource 46. Rationale Statement (State Board) – new 2016
 - Resource 47. Chair and Co-Chairperson Responsibilities - added from Facilitator Handbook
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Appendix 1: FCRB Facilitator Handbook

FCRB facilitators will receive a copy of Appendix 1: FCRB Facilitator Handbook as an additional reference. The resources identified in the Handbook are found on the ICAB website.